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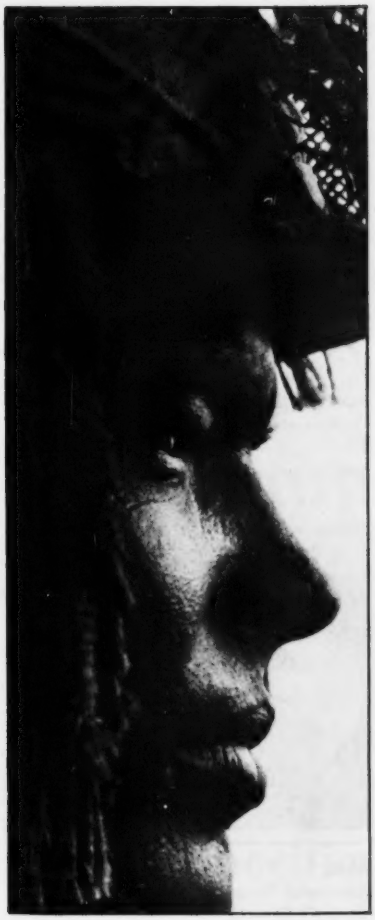

UNIFIED, SPECIFIED COMMANDS

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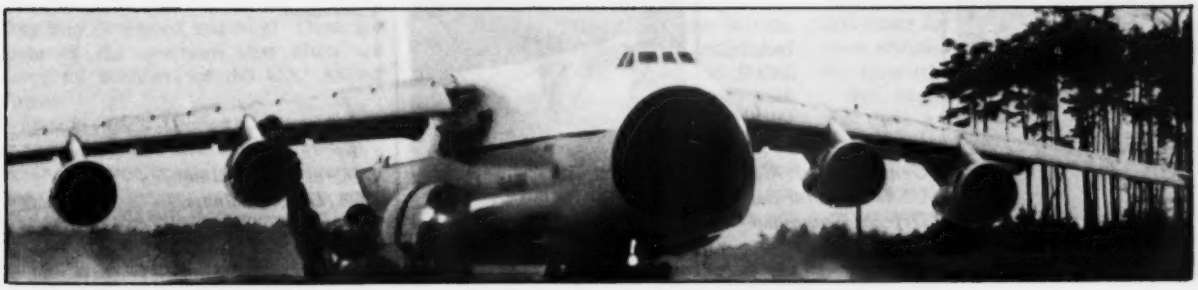
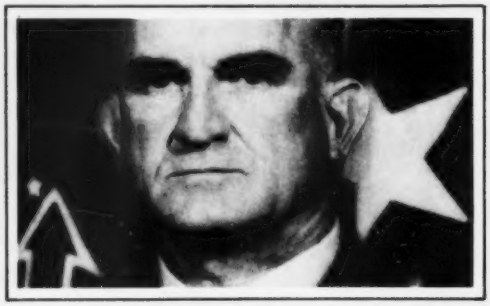


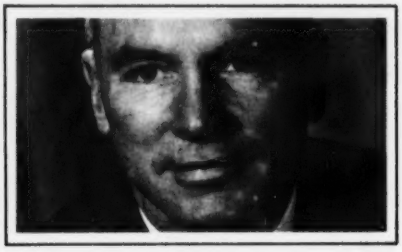
BELOW
Admiral Ralph W. Cousins, USN, Atlantic Command

LEFT
General John C. Meyer, USAF, Strategic Air Command

BELOW LEFT
General William B. Rosson, USA, U.S. Southern Command.



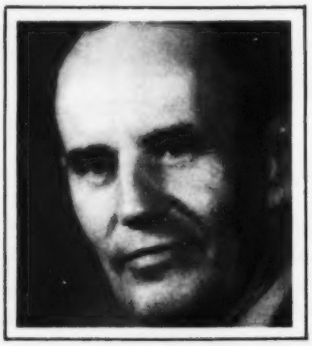
BELOW RIGHT
Admiral Noel Gayler, USN, Pacific Command



COMMANDERS-IN-CHIEF
Unified, Specified Commands

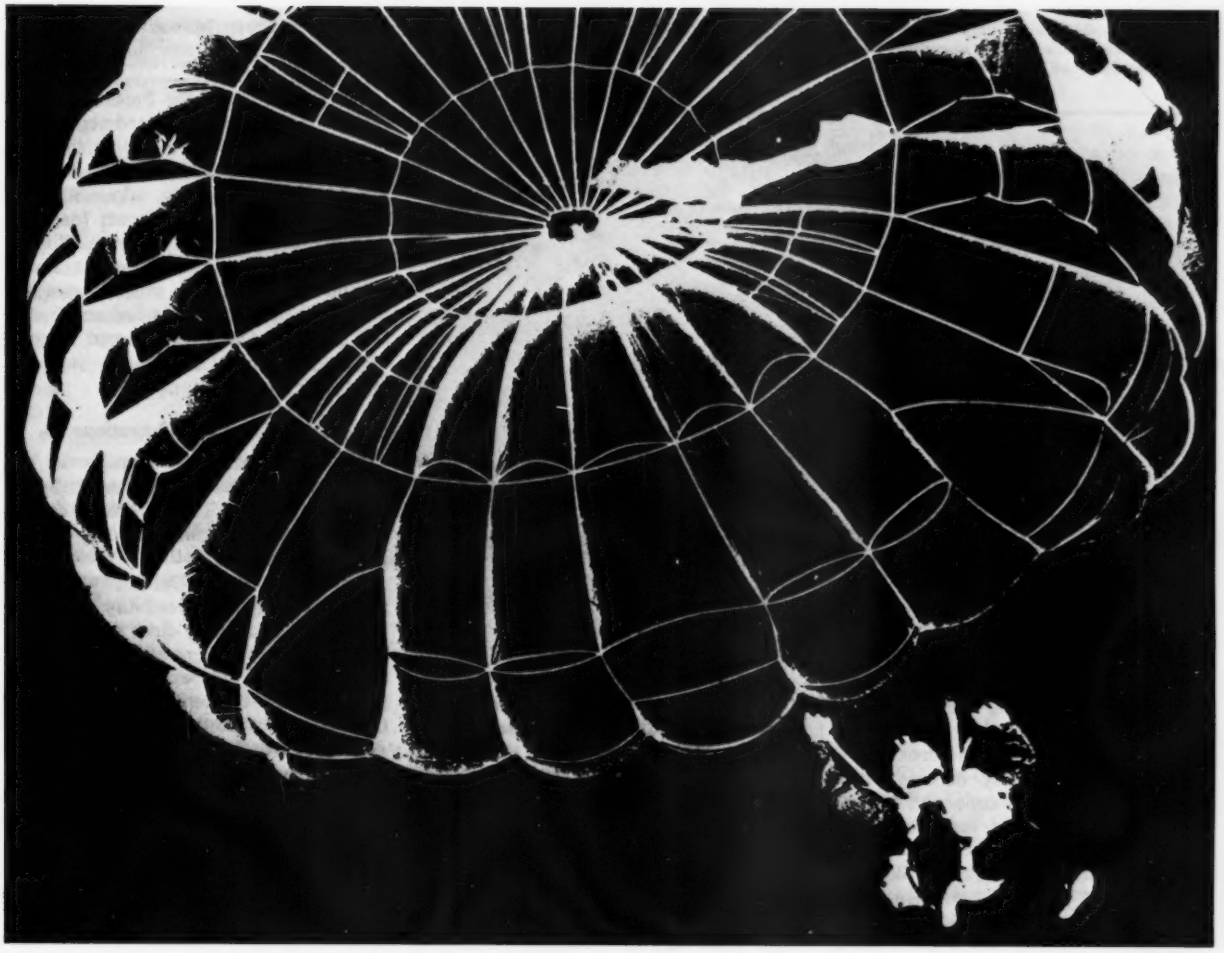
ABOVE
General Andrew J. Goodpaster, USA, U.S. European Command

ABOVE
Lieutenant General James C. Sherrill, USAF, Alaska Command



LEFT
General Seth J. McKee, USAF, Continental Air Defense Command

LEFT
General Bruce Palmer Jr., USA, U.S. Readiness Command



Unified and Specified Command combat forces are the cutting edge of the Defense establishment.
(U. S. Navy Photo by PHC Chip Maury)

Broad and Continuing Missions

Unified, Specified Commands Protect Nation's Security

What are Unified and Specified Commands? How do they function? How were they developed and why? These are some of the questions that often are asked by members of the U.S. Armed Forces.

Specifically, a Unified Command is a combat command with a broad and continuing mission, composed of forces of two or more Services under a single commander. A Specified Command also is a combat command with a broad and continuing mission; however, it normally is composed of forces of only one Service. Commands of both types are established by the President of the United States, through the Secretary of Defense, with the advice and assistance of the Joint Chiefs of Staff.

In other words, Unified and Specified Commands are the cutting edge of the entire Defense establishment. These are the major combatant commands. The entire Department of Defense organization exists for the sole purpose of making them effective as fighting units to protect the security of the United States.

But, how did they come about? Why was there a need for Unified and Specified Commands?

To provide the answers, it is helpful to review the evolution of U.S. military organizations, especially during the past

SWARM OF CHOPPERS—Helicopter support plays an essential role in many operations of Unified and Specified Commands.
(U.S. Army Photo)

quarter of a century. For illustrative purposes, it must be considered that if the Departments of the Army, Navy and Air Force are the backbone of today's Department of Defense from the standpoint of personnel, training and logistical support, then the Unified and Specified Commands provide the muscle from the standpoint of combat readiness.

The Period of Development

Organization of America's defenses under the War Department, which was established by the Congress in 1789, and the Navy Department, established in 1798, proved to be adequate throughout the 19th century and the early decades of the 20th. Service responsibilities, roles and missions were usually distinct and separate. The War Department was primarily concerned with assisting the westward march of the rapidly growing United States; the Navy Department was responsible for insuring the freedom of the seas for American shipping and protecting American coastal waters.

Although those early defense establishments were able to cope with expanding roles and operations, the adequacy of separate organization and command came to an end with World War II. Both the complexity of the art of warfare in the mid-20th century and the vast problems presented by fighting a war on a global scale required the Army and Navy to plan together and to operate together in far-flung combat theaters. Also, military aircraft had grown into a formidable weapon and added a third dimension to warfare.

As American military operations in World War II expanded to North Africa and Europe on one side of the world, and the far reaches of the Pacific on the other, President Franklin D. Roosevelt established in 1942 a strategic planning body called the Joint Chiefs of Staff. Admiral William D. Leahy, the Chief of Staff to the President; Army Chief of Staff General George C. Marshall; Chief of Naval Operations Admiral Ernest J. King; and Army Air Corps General Henry H. Arnold, became the first members of this distinguished group. Also, an overall commander of U.S. land, sea and air forces was assigned to each of the major war theaters to increase combat effectiveness.

The Joint Chiefs of Staff combined their experience and knowledge of land, sea and air warfare to develop strategic plans and to advise the President on the conduct of the war. The commanders of the joint forces in the European and Pacific combat theaters translated strategic plans and the President's decisions into action. Joint planning and operations contributed greatly to the final Allied victories.

Rapid Evolution

World War II experiences and the emergence of the United States as a leader in the postwar world showed a need for basic changes in the organization of America's defense structure. Army ground forces, the Navy, and the emergent Army Air Corps could not operate independent of each other.

To resolve this situation and to insure that combatant forces would be employed under unified strategic direction, the National Security Act of 1947 was enacted by Congress after two years of study and debate. It established a National Military Establishment with a Secretary of Defense, established the Air Force to form a third separate Military Department, and confirmed the continuance of the Joint Chiefs of Staff.

When a stroke of the Presidential pen endorsed this newly enacted legislation, the Army, the Navy (including the U.S. Marine Corps) and the Air Force were directed to train, supply, administer and support their respective forces for land, sea and air operations. Responsibility of operational direction of combat forces around the world was shifted from the individual Services to Unified and Specified Commanders who reported directly to the Secretary of Defense through the Joint Chiefs of Staff.

Refining DoD Operations

More organizational changes in the Department of Defense were made by the Congress in the 1950s after receiving recommendations from President Dwight D. Eisenhower.

The Secretary of Defense was given greater managerial flexibility in 1953. The President made it clear that no function in the Department of Defense was to be carried out independently of the authority of the Secretary of Defense, and the Secretaries of the Army, Navy and Air Force were to be his principal operating managers for the management and direction of the U.S. Armed Forces.

The Department of Defense Reorganization Act of 1958 further increased the Defense Secretary's authority, particularly in the operational direction of the Unified and Specified Commands.

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JUMP TO THE BEACH—Marines participating in Unified Command Military Exercise, supported by Joint Service Units come ashore during a beach assault demonstration at Vieques Island, Puerto Rico. (U. S. Navy Photo)

The 1958 legislation:

- Further clarified the authority of the Secretary of Defense over the Military Departments;
- Provided specific procedures for adjusting the functions of the Military Departments;
- Continued the ban against merging of the Military Departments or the setting up of a single Chief of Staff or an overall Armed Forces General Staff;
- Streamlined command channels by providing "a clear and direct line of command from the President to the Secretary of Defense through the Joint Chiefs of Staff to the Unified and Specified Commands"; and
- Gave the commander of a Unified or Specified Command full operational command over his assigned forces.

Continued Improvement

Although this basic defense structure was logical and workable, two major deficiencies remained to be corrected. First, some of the combat-ready forces had not yet been placed under the Unified and Specified Command structure. Second, the Joint Chiefs of Staff had yet to be provided the organizational and management tools they needed to give the most effective day-to-day operational direction to the Unified and Specified Commands.

The first deficiency was corrected in October 1961 by creating the U.S. Strike Command (now the U.S. Readiness Command) as a new Unified Command. This put under a single Unified Command all of the United States continental-based, combat-ready forces not assigned to the Strategic Air Command, Continental Air Command or other Unified Command. Previously, such forces had been controlled by their respective Services. With this change, all combat-ready forces were assigned within the Unified and Specified Command structure.

To eliminate the second deficiency, the internal organization of the Joint Chiefs of Staff and their various support functions were reviewed to determine what improvements might be necessary to hone the defense organization.

It was found that two combat support functions of utmost importance to field commanders—intelligence and communications—were still being performed independently by the three Military Departments. The result was insufficient coordination with the operational direction of combat forces in the field. The solution to this problem was to consolidate these two important functions into two new Defense agencies—Defense Intelligence Agency and Defense Communications Agency—with both reporting through the Joint Chiefs of Staff to the Secretary of Defense.

Because the defense agency rearrangement proved to be so effective, there are now several such agencies which serve Unified and Specified Commanders and the Defense Department. These agencies are: National Security Agency/Central Security Service, Defense Supply Agency, Defense Nuclear Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Contract Audit Agency, Defense Mapping Agency, Defense Advanced Research Projects Agency, Defense Security Assistance Agency, the Defense Civil Preparedness Agency and Defense Investigative Service.

Eight Commands

The eight Unified and Specified Commands are: U.S. Readiness Command (USREDCOM); Pacific Command (PACOM); Atlantic Command (LANTCOM); U.S. European Command (USEUCOM); Alaska Command (ALCOM); U.S. Southern Command (USSOUTHCOM); Continental Air Defense Command (CONAD); and the Strategic Air Command (SAC). The latter is the only Specified Command.

Today, the Department of Defense guards American interests worldwide with this integrated system of land, sea and air forces provided by the Unified and Specified Commands.

While the organization and function aspects of each of these Unified and Specified Commands are complex, the following synopses give the basics of their responsibilities:

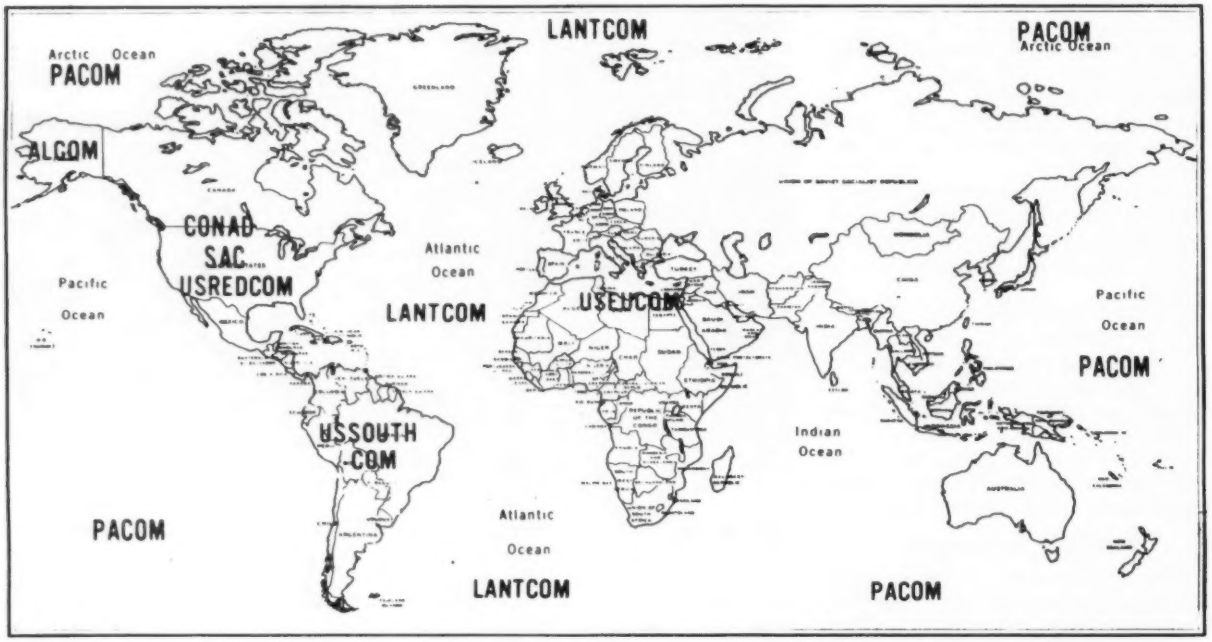
* * * *

U.S. Readiness Command
General Bruce Palmer Jr., USA, Commander-in-Chief

The primary mission of the U.S. Readiness Command is to provide a reserve of general-purpose combat forces—Army and Air Force—based in the continental United States and ready to reinforce other Unified Commands. USREDCOM has operational command of assigned Army and Air Force combat forces.

To insure the readiness of forces to perform this mission, the Commander-

THE UNIFIED COMMAND PLAN (UCP)



in-Chief of USREDCOM conducts joint training exercises; develops appropriate recommendations to the Joint Chiefs of Staff regarding doctrine, theories and techniques for joint employment of assigned forces; and plans for the deployment of Army and Air Force units to augment other Unified Commands.

The USREDCOM Army component commander (CINCARRED) is also commander of the Continental Army (USCONARC) with headquarters at Fort Monroe, Virginia. As part of the current reorganization of the Army, after Forces Command is formally established at Fort McPherson, Georgia, on July 1, that organization will become the USREDCOM Army component. (Forces Command will be dedicated to the readiness of all Army active, National Guard and Reserve units in the continental United States.)

The USREDCOM Air Force component command (CINCAFRED) is also commander of the Tactical Air Command (TAC), with headquarters at Langley Air Force Base, Virginia. TAC, likewise, is dedicated to the readiness of all Air Force active, National Guard and Reserve combat-ready tactical air units not assigned to other commands in the continental United States.

Rapid reinforcement of the overseas commands is an integral part of the Nation's strategy for peace. Providing these credible reinforcements is a basic responsibility of USREDCOM.

* * * *

Atlantic Command
Admiral Ralph W. Cousins, USN, Commander-in-Chief

The primary mission of the Atlantic Command (LANTCOM) is the responsibility for all joint U.S. military actions in the Atlantic Ocean area, the Caribbean Sea, the waters adjacent to the west coast of South America, and the western part of the Indian Ocean.

Like all Unified Command headquarters, the LANTCOM headquarters—situated at Norfolk, Virginia—is composed of senior military officers from each of the Military Departments.

The Atlantic Command was established in December 1947 to provide greater operational control over all U.S. military forces in the Atlantic. The CINCLANT wears a second hat as Commander-in-Chief, Atlantic Fleet (CINCLANTFLT).

CINCLANT controls all U.S. Naval and Marine forces in the Atlantic area on a permanent basis. The land and air forces to augment LANTCOM are planned to come from the U.S. Continental Army Command and the Tactical Air Force. Once assigned, these forces become ARLANT (Army) and AFLANT (Air Force) units, respectively.

In addition to this structure, LANTCOM has two subordinate unified commands and two subordinate forces.

The Antilles Defense Command (ANTDEFCOM) with headquarters at San Juan, Puerto Rico, is one of these subordinate commands. This command has jurisdiction over all three U.S. branches of Service stationed throughout this area for the purpose of coordinating defenses. However, it does not exercise

control over day-to-day operations within the individual Services, but confines decisions to matters common to all of the Services. (As a point of information, Guantanamo, the U.S. Navy base on the Island of Cuba, is part of the Antilles Defense Command.)

U.S. Forces, Azores, (USFORAZ) with headquarters at Lajes Field, is the second subordinate unified command of LANTCOM. Because of the central strategic location of these islands in the Atlantic Ocean, the Azores play an important part in the military planning of LANTCOM.

The two subordinate forces under LANTCOM are the Iceland Defense Force (ICEDEFFOR) and the U.S. Naval Station, Bermuda.

* * * *

U.S. European Command
General Andrew J. Goodpaster, USA, Commander-in-Chief

The U.S. European Command (USEUCOM) is a unique and complex organization. The United States, as a member of the North Atlantic Treaty Organization (NATO), commits its forces to the defense of Europe under the Supreme Headquarters Allied Powers, Europe (SHAPE), headed by the Supreme Allied Commander, Europe (SACEUR). The SACEUR is an American Army general who also wears a second hat as Commander-in-Chief, United States European Command (USCINCEUR). As the top NATO commander, he heads a NATO force of 13 nations. (There are actually 15 countries within the NATO Pact, but France and Iceland do not contribute military forces to NATO.) SHAPE Headquarters is located near Casteau, Belgium.

As a U.S. Unified Command, USEUCOM is responsible for an area which includes the western countries of Europe and the United Kingdom, the Mediterranean and its sea coasts, and the Middle East.

Headquarters of the CINCEUR is located in Stuttgart, Germany. Major components of operational military forces under CINCEUR are U.S. Army, Europe (USAREUR), with headquarters at Heidelberg, Germany; U.S. Navy, Europe (USNAVEUR), with headquarters at London, England; and U.S. Air Forces, Europe (USAFE), with headquarters at Ramstein, Germany.

* * * *

Alaska Command
Lieutenant General James C. Sherrill, USAF, Commander-in-Chief

The mission of the Alaska Command (ALCOM) includes the defense (except for aerospace) of Alaska and support of other Unified and Specified Commands operating in or through Alaska and provides first-line constant vigil over the approaches to the strategic Arctic region of the North American continent.

The Alaska Command became one of the first Unified Commands in January 1947. The Commander-in-Chief, Alaska (CINCAL) directs his forces from headquarters at Elmendorf Air Force Base near Anchorage.

ALCOM's main military forces comprise the U.S. Army, Alaska (USARAL), headquartered at Fort Richardson near Anchorage, and Alaskan Air Command (AAC) with headquarters at Elmendorf Air Force Base. USARAL takes pride in being the cold weather expert for the entire U.S. Army. Regular Army and National Guard personnel are trained in arctic operations including mountain and glacier training. Also, the testing of new equipment for cold weather operations is done at the U.S. Army's Arctic Test Center.

The commander, AAC, also serves as vice commander of the Alaskan North American Defense Region, assisting CINCAL in his responsibilities to the North American Air Defense Command (NORAD).

* * * *

Pacific Command
Admiral Noel Gayler, USN, Commander-in-Chief

The Pacific Command (PACOM) is the largest in area of all Unified Commands. Its area covers approximately 85 million square miles from the west coast of the Americas to the Indian Ocean and from the waters of Alaska to the Antarctic.

PACOM was established January 1, 1947, when three Unified Commands were named in the Pacific area. They were the Pacific Command, Far East Command and Alaska Command. Later the Far East Command was deactivated, with its responsibilities being placed under the Pacific Command. The Alaska Command remains a Unified Command under a separate commander-in-chief.

With its headquarters at Camp H. M. Smith, Hawaii, PACOM defends the United States against attack in the Pacific Ocean area; supports and advances the national policies and interests of the United States; and carries out United States military responsibilities in the Pacific, Far East and Southeast Asia.

The Commander-in-Chief, Pacific exercises operational command of major combatant forces primarily through the Service component commands. For joint operations in certain areas, he exercises operational command through the commanders of subordinate unified commands.

Major military forces of the Pacific Command are the U.S. Army Pacific (USARPAC), headquartered at Fort Shafter, Hawaii; U.S. Pacific Fleet (USPACFLT), with headquarters at Makalapa, adjacent to Pearl Harbor, Hawaii; and the U.S. Pacific Air Forces (USPACAF), with headquarters at Hickam Air Force Base, Hawaii.

Subordinate unified commands of PACOM comprise components of two or more Services which report directly to the CINCPAC. They include the U.S. Military Assistance Command, Thailand (USMACTHAI); U.S. Forces, Korea (USFK); U.S. Forces, Japan (USFJ); and U.S. Taiwan Defense Command (USTDC).

All U.S. Military Assistance and Advisory Groups (MAAGs) supervising U.S. military assistance programs throughout the Pacific area also report directly to the CINCPAC.

* * * *

U.S. Southern Command
General William B. Rosson, USA, Commander-in-Chief

The U.S. Southern Command (USSOUTHCOM) is the former Carribean Command, which was redesignated in June 1963. Its headquarters is at Quarry Heights, Canal Zone, on the Pacific side of the Isthmus of Panama.

Major forces of this Unified Command are U.S. Army Forces, Southern Command (USARSOUTH), with headquarters at Fort Amador; U.S. Navy Forces, Southern Command (USNAVSOUTH), with headquarters also at Fort Amador; and the U.S. Air Forces, Southern Command (USAFSOUTH), with headquarters at Albrook Air Force Base.

The Commander-in-Chief, Southern Command (USCINCSOUTH) is re-

AIRBORNE WAREHOUSE—Aerial resupply is a prime factor in Unified and Specified Command operations. (U. S. Air Force Photo by SSgt. James H. Klein)

sponsible for the defense of the strategic Panama Canal and has the important mission and responsibility for coordinating U.S. military activities with Central and South American countries.

Because his mission is of a political-military nature, the USCINCSOUTH encompasses a military posture unlike those of the other Unified Commanders. In administering the Military Assistance Programs, USSOUTHCOM helps to safeguard the internal security of the Latin American countries associated with the Alliance for Progress Pact. The program's objective is to assist the development of Latin America's armed forces which, in conjunction with civil police and other national security forces, maintain the security of these countries.

To assist and advise Latin American countries in military assistance matters, USCINCSOUTH is represented in each country by a U.S. Military Group. Each group commander is directly responsible to USCINCSOUTH and is also the principal military advisor to the U.S. ambassador in each country.

Activities conducted by USCINCSOUTH in the multi-million square mile area, from Central America to the tip of the South American Continent, affirm the United States recognition of Latin American's strategic importance.

* * * *

Continental Air Defense Command
General Seth J. McKee, USAF,
Commander-in-Chief

The organizational structure of the Continental Air Defense Command (CONAD) is, perhaps, the most difficult to understand as a Unified Command.

Primarily, CONAD comprises two main military forces: the U.S. Air Force's Aerospace Defense Command (ADC); and, the U.S. Army's Air Defense Command (ARADCOM).

CONAD is the United States' component of the joint U.S.-Canadian North American Air Defense Command (NORAD), whose mission is to provide air defense protection to *all* of the North American Continent against surprise attack.

The Commander-in-Chief, North American Air Defense Command (CINCNORAD) is a United States Air Force general who wears a second hat as the Commander-in-Chief Continental Air Defense Command (CINCCONAD). As CINCNORAD, he is responsible to both the U.S. Department of Defense and the Canadian Ministry of National Defense. As CINCCONAD, he reports through the U.S. Joint Chiefs of Staff to the Secretary of Defense.

The headquarters for NORAD, CONAD, ADC and ARADCOM are all located at Ent Air Force Base, Colorado Springs, Colorado.

All air defense plans and operations conducted by the CONAD and Canadian air defense forces are funneled into NORAD's command post network at Colorado Springs.

* * * *

Strategic Air Command
General John C. Meyer, USAF,
Commander-in-Chief

The Strategic Air Command (SAC) is the only Specified Command in the Department of Defense structure. SAC is in its 26th year of continuous operation as one of the world's most formidable deterrents to global warfare.

With headquarters at Offutt Air Force Base, Nebraska, SAC's mission is fourfold: 1) to deter general nuclear war; 2) to limit other wars; 3) to support U.S. forces with conventional bombing and air refueling; and 4) to make continual improvements in SAC's command capabilities.

As the Free World's foremost deterrent to nuclear war, the Strategic Air Command has responsibility for *all* U.S.-based intercontinental ballistic missiles, and *all* U.S. Force nuclear and conventional strategic bomber aircraft. Its aerial refueling missions are performed daily throughout the world by SAC's KC-135 "Stratotankers." These same aircraft can be quickly converted and used to provide "priority airlift" in time of emergency.

SAC's nuclear armed intercontinental ballistic missiles and aircraft are kept combat-ready 24 hours a day. Although some of its aircraft operate from territories under the jurisdiction of other Unified Commands, they are operationally controlled by SAC.

As a nuclear war deterrent, SAC (and all other U.S. commands) must await the personal decision of the President of the United States before it can attack or retaliate with nuclear weapons against any enemy. Only the President, as Commander-in-Chief of the U.S. Armed Forces, can give SAC or any U.S. nuclear-armed military force its nuclear attack order.

In time of emergency, the Strategic Air Command can be directed to any target in the world in minimum time or in direct support of any of the seven Unified Commands.

And, in this era of modern warfare, the Secretary of Defense can directly communicate with the Unified and Specified Commands anywhere on earth within seconds, via ultra-modern communications located in the Pentagon's National Military Command Center.

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